Healthcare 2025: New Models For Growth

A FutureBrand Index Sector Study

FUTUREBRAND

A snapshot from a unique perception study that surveys informed business professionals about the world's largest brands – May 2025.

futurebrand.com

A Decade Of Untapped Potential

Ten years of FutureBrand Index data shows that Healthcare has struggled with brand perception. How should a leader choose to move forward?

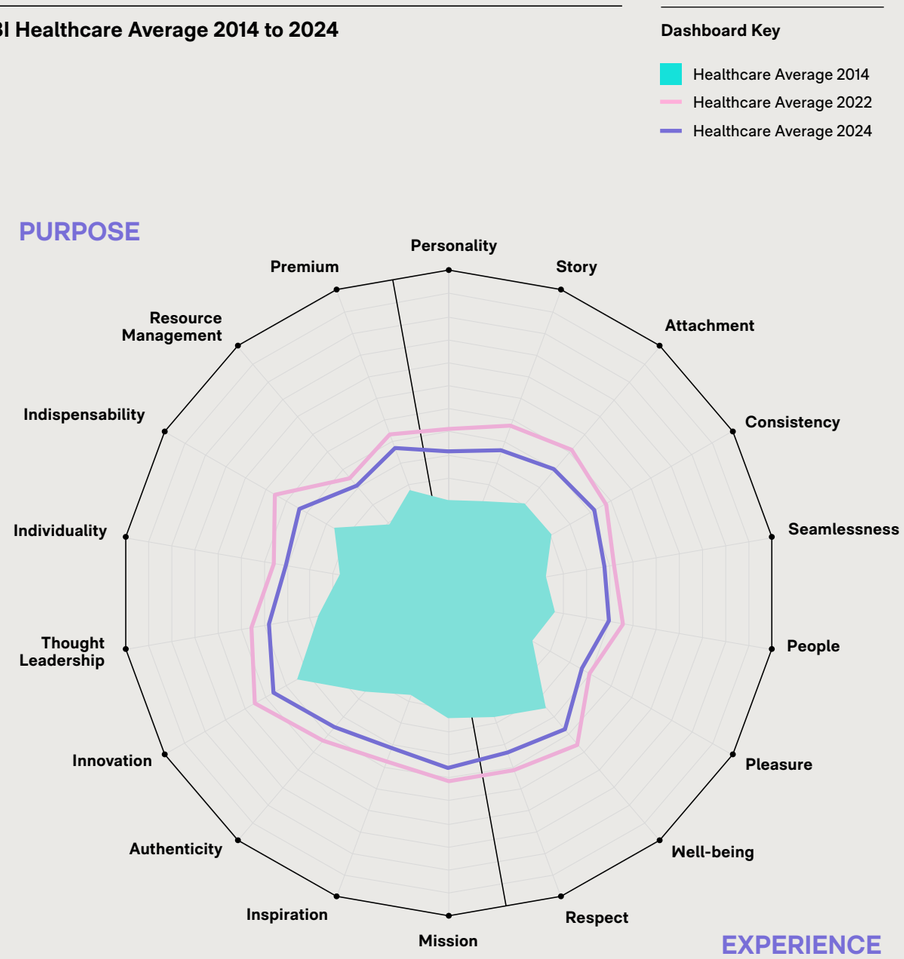
The Index reveals the brands people want to work for, buy from, and believe in. For Healthcare brands looking to future-proof themselves, the Index offers a strategic lens on relevance, resilience, and the ability to build a brand with purpose.

While a decade of increases across 10 attribute areas (Resource Management, Story, Personality, Respect, Inspiration, Consistency, Indispensability, Wellness and Innovation) indicates that Healthcare brands have made real progress in building trust and relevance with stakeholders, Healthcare as a total sector has still contracted. Why is this?

Wellbeing and Innovation have always been industry bright spots – traditionally safe ground for Healthcare brands, playing to their strengths in scientific excellence and improving lives. While these powerful positions have delivered growth, the recent decline makes it clear that leaders in the Healthcare space must look towards new models for brand growth.

"For years, Healthcare brands have thrived by leaning on either innovation or purpose alone. But the rules are different now. Today's most successful brands go beyond delivering scientific breakthroughs or noble missions; they connect emotionally, show up consistently, and deliver a human-centric experience."
– *Lynne Field*, Head of Strategy, FutureBrand

FBI Healthcare Average 2014 to 2024



N.B. While the insights in this report are broadly applicable, our focus here is on Healthcare brands, specifically pharmaceutical, medtech, and equipment brands. We've excluded retail pharmacy, wellness, and mental health brands for clarity and consistency.

The Top Healthcare Brands

FBI Top Healthcare Brands 2024	Company	FBI Global Ranking 2024	FBI Global Ranking 2023	2024 vs 2023	PwC
1	danaher	6	14	↑8	67
2	INTUITIVE	11	NEW ENTRY	–	100
3	abbvie	21	11	↓10	31
4	UNITEDHEALTH GROUP	27	29	↑2	18
5	Abbott	33	24	↓9	61
6	AMGEN	34	23	↓11	87
7	Johnson&Johnson	35	27	↓8	23
8	ThermoFisher SCIENTIFIC	41	49	↑8	51
9	novo nordisk	43	28	↓15	13
10	Pfizer	62	58	↓4	81
11	NOVARTIS	63	51	↓12	54
12	Lilly	74	70	↓4	9
13	Roche	76	66	↓10	57
14	AstraZeneca	89	99	↑10	55
15	MERCK	90	83	↓7	29

Difference between FBI 2024 and FBI 2023

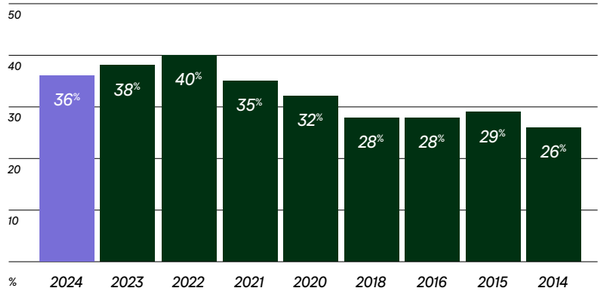
↑ Up = No Change
↓ Down – New Entry

FBI 2024

The FutureBrand Index ranks the brands featured in PwC's Global Top 100 Companies by brand perception. How well do the world's 100 most valuable brands connect with people through purpose and experience? The Index measures how the top 100 companies are perceived across 18 attributes, such as innovation, authenticity, consistency, and storytelling.

Healthcare Sector Performance Score by Year

Average score of all 18 Experience and Purpose Dimensions for all companies included in that sector for each year.



The Traditional Playbook: Purpose Or Product

For years, Healthcare brands built their reputations around two core ideas: purpose and product.



PURPOSE
Focused on the organization's bigger reason for being in the world.



PRODUCT
Focused on scientific, technology or service-driven innovation.

Some focused on innovation, leading with science, technology and service breakthroughs. Others leaned into projecting a broader mission to improve lives. These approaches led to Healthcare brands scoring consistently strongly on the FutureBrand Index in the areas of Innovation and Wellbeing.

Why It Worked, Until Now...

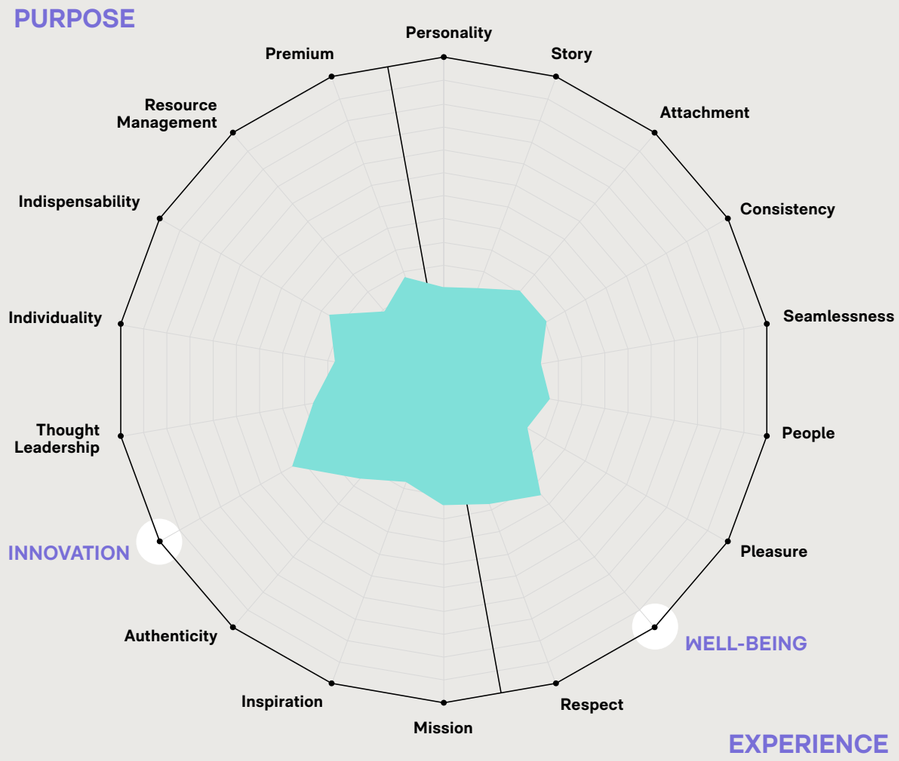
The product-first approach is clear and compelling. It showcases a brand's scientific rigour and offers a tangible response to human need. Brands like Novartis and AstraZeneca gain credibility by leading with innovation and clinical impact. Meanwhile, the purpose-driven route builds loyalty and cultural impact. Eli Lilly's mission "to turn science into healing to make life better" lifts the brand beyond the lab, making its role in the world more personal and emotionally connected. This strategy proved especially powerful during Covid, when people looked to Healthcare to lead with hope and action.

Both approaches are valid, but in today's more empowered, expectation-driven market, neither is enough on its own.

FBI Healthcare Average 2014

Dashboard Key

Healthcare Average 2014



Operating In A New World

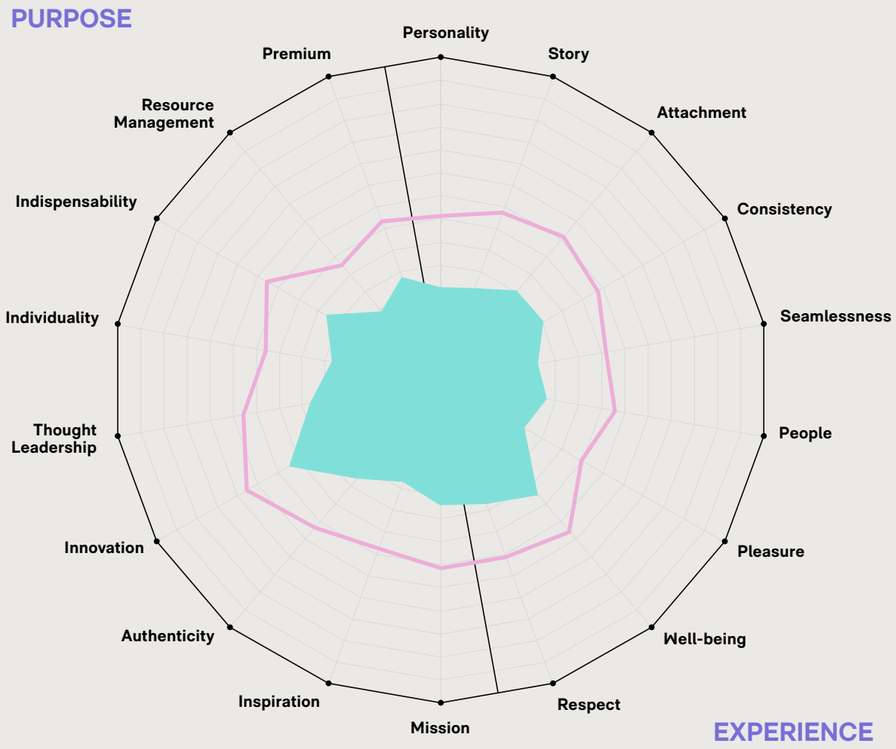
The Covid Effect

As the pandemic became a dominant feature in people's lives, Healthcare brands were suddenly everywhere: in the headlines, in political debates and on social media. Dolly Parton's public endorsement of Moderna's RNA vaccine was an unexpected surprise, and signalled a shift to celebrity engagement with, and endorsement of, specific brands (officially or unofficially) or vaccination generally. Consumers weren't just aware of pharmaceutical brands they were actively discussing them. Healthcare providers provided a running commentary on the pandemic and hospital workers became heroes in the eyes of the public. Brand perception became a matter of public health.

The world was looking Healthcare's way, and it was a time where the product and purpose model was exactly what consumers were looking for. This created momentum for Healthcare brands to become storytellers, thought leaders or community builders, as a result Index data from the period shows Healthcare brands scoring higher across the board in all 18 attributes.

Brand perception became a matter of public health.

FBI Healthcare Average 2014 to 2022



The New Bar For Brand Leadership

A new generation of disruptors are reimagining what Healthcare looks and feels like: patient-centric, transparent, and refreshingly personal.

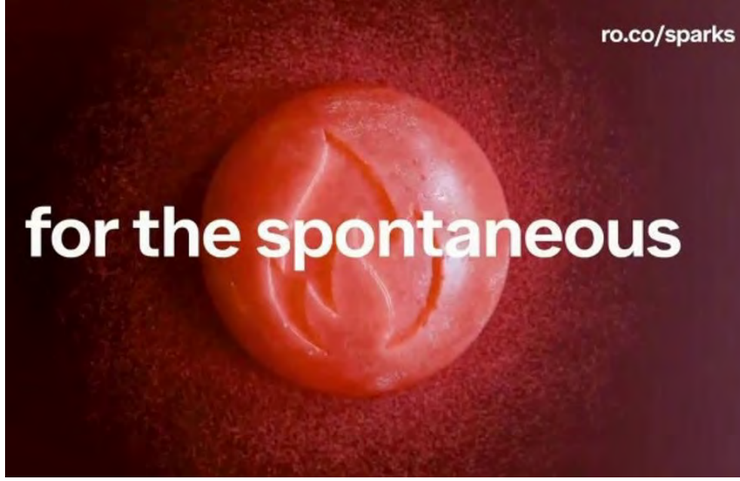
From direct-to-consumer models like Hims & Hers and Cost Plus Drugs, to AI-powered diagnostics, mental health platforms like Spring Health, the bar is rising fast. This means legacy brands must evolve beyond the purpose or product mindset, and build strength across a broader range of brand dimensions.

The pandemic offered Healthcare brands an unprecedented opportunity to step into the spotlight. Trust soared as pharmaceutical companies developed life-saving vaccines at speed. But the momentum faded.

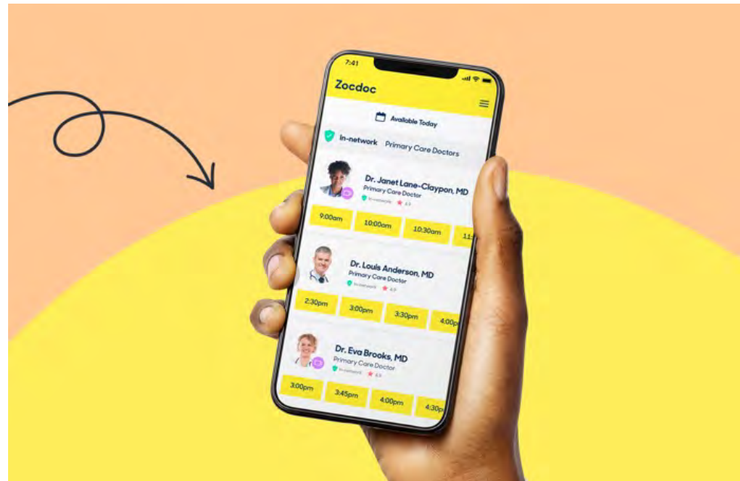
Public attention shifted to pricing, access, and data privacy, and a wave of new disruptors, from telehealth platforms to direct-to-consumer pharma and AI-powered diagnostics, started to rewrite the rules of engagement.

Today, trust is more fragile, expectations are higher, and the pace of innovation shows no sign of slowing.

In this environment, Healthcare leaders must master a new balancing act. They need to innovate quickly while maintaining the consistency that sustains trust. They must champion the corporate brand and the individual products that drive their pipeline. And they must prove long-term value while delivering short-term impact. These tensions, consistency vs. flexibility, reputation vs. performance, don't have to be trade-offs. They can be dual imperatives. The most resilient brands in the FutureBrand Index show that agility and purpose can coexist, and future relevance depends on embracing both.







Healthcare Report Card: Could Do Better

Data from the Index shows a sector losing momentum, but specific lagging brand attributes point to untapped growth potential.

As the world moved on from the height of Covid, Healthcare brands have struggled to maintain the same level of brand perception. Declining scores across all 18 brand attributes for the sector indicate that many brands risk losing their recent gains and damaging long-term progress.

Attachment improved to 41% in 2022, but slipped back to 35% in 2024, suggesting that many Healthcare brands built stronger emotional connections with consumers, but these relationships have weakened.

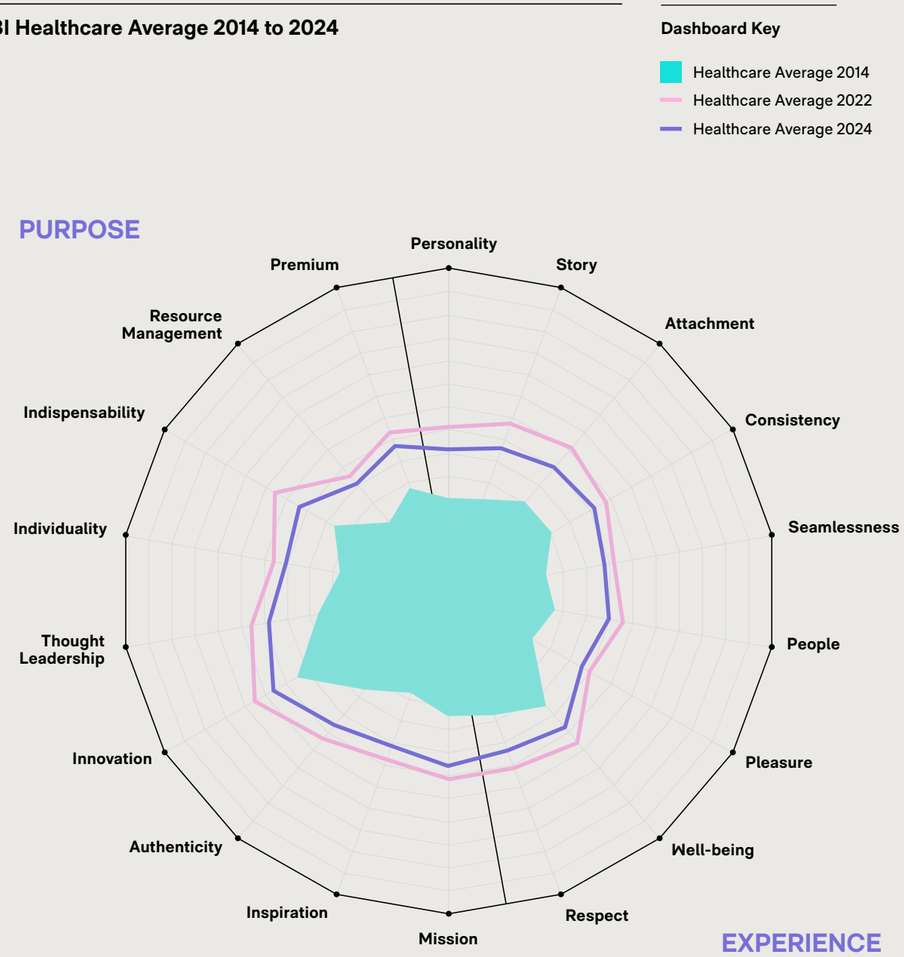
Similarly, Story rose to 39% before settling at 33%, indicating a need for clearer, more emotionally resonant narratives.

Resource Management – primarily focused on sustainability – remains a persistent weak spot. It shows that Healthcare brands have big visions, but are struggling to earn the credibility to authentically achieve those visions.

These findings support the idea that while Healthcare brands have made strides in function and purpose, they must now strengthen their emotional bonds and better define and communicate their point of view, to compete on a broader brand stage.

Global Healthcare spending is expected to reach $3.5 trillion by 2030, and all the indications are that it's the brands which balance the different attributes of brand purpose with those of everyday lived experience are the ones who will have a distinct competitive advantage.

FBI Healthcare Average 2014 to 2024



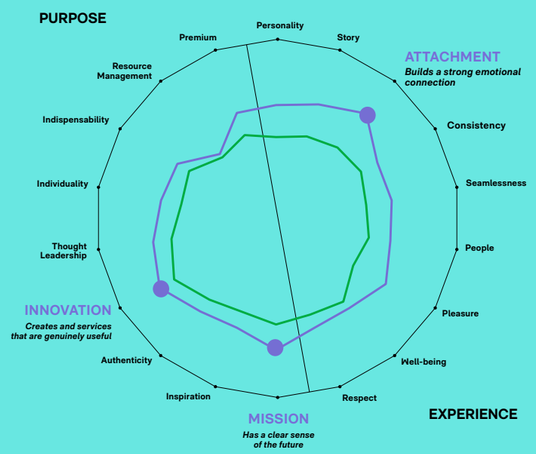
Three Models For Success

Healthcare brands looking to build momentum and long-term relevance don't have to start from scratch; they can learn from top-performing brands across industries.

The FutureBrand Index reveals three distinct models for brand success, each grounded in unique but overlapping models of brand behaviours:

1

The Personal Innovator

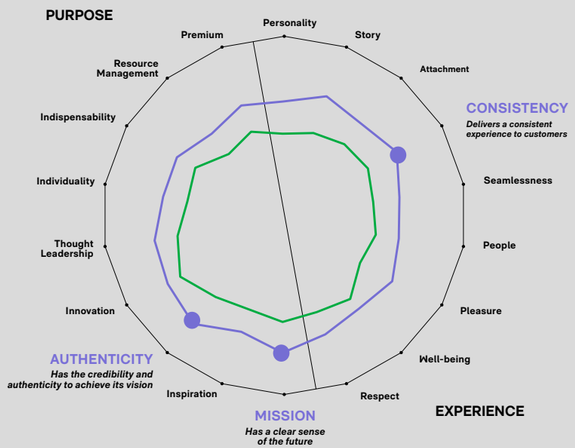


Key Attributes:

- *Attachment*
- *Innovation*
- *Mission*

2

The Credible Visionary



Key Attributes:

- *Authenticity*
- *Mission*
- *Consistency*

3

The Immersive Experience



Key Attributes:

- *Individuality*
- *Story*
- *Pleasure*

1. The Personal Innovator

Key attributes: Attachment, Innovation, Mission

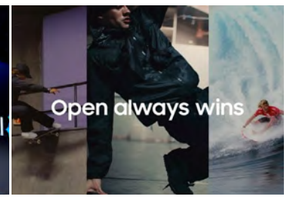
These brands clearly envision the future and their role in shaping it. They lead by way of insight; they are experts at identifying shifts in human behaviour and turning those insights into purposeful, human-centred innovations that are emotionally resonant. Unique to these brands is their outsized performance – 16 points higher than the Healthcare average – on attachment; the ability to connect with people on a deeper level, becoming not only a part of their everyday lives but a brand people depend on to solve real needs.

SAMSUNG

Samsung is a master of this model. Its brand purpose: "to create human-driven innovations that defy barriers to make a better world for all", is more than a tagline; it's expressed through open innovation, inclusive experiences, and constant adaptation.

For example, Samsung Vision AI, launched at CES 2024, turns everyday screens into intelligent companions, tailoring experiences to user preferences. Through partnerships with startups, MIT, and investments in digital health, Samsung stays ahead of emerging needs. Its Paris 2024 Olympics sponsorship reinforces its commitment to accessibility, inclusivity, and global connection.

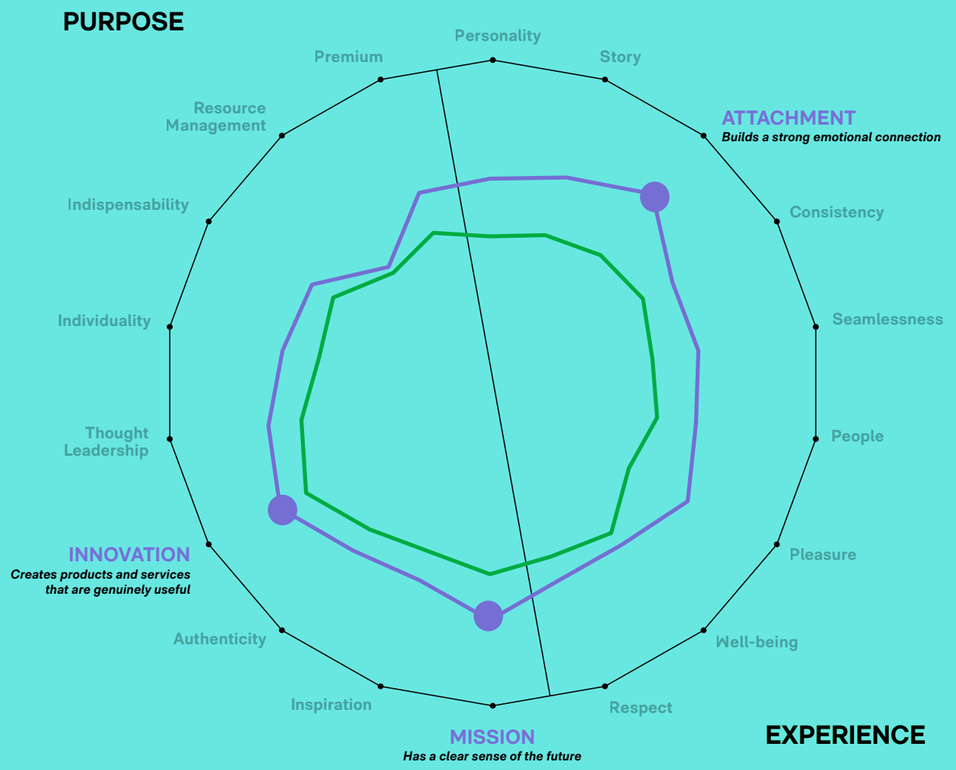




The Personal Innovator Model

Dashboard Key

- Personal Innovator Avg
- Healthcare Avg



2. The Credible Visionary

Key attributes: Authenticity, Mission, Consistency

These are brands that lead the way. They're futurists who don't just dream, but credibly and authentically deliver against their mission. These brands perform nine points higher across all purpose attributes and 12 points higher on Consistency than the Healthcare average, demonstrating a dedication to creating meaningful impact in the world.

Microsoft

Microsoft is a textbook example. It's mission "to empower every person and every organisation on the planet to achieve more" is consistently applied across productivity, AI, education, and now mobility. A new partnership with global education company Pearson is transforming AI education and workforce readiness by embedding Microsoft Copilot into Pearson's operations and using Pearson's expertise to scale AI literacy.

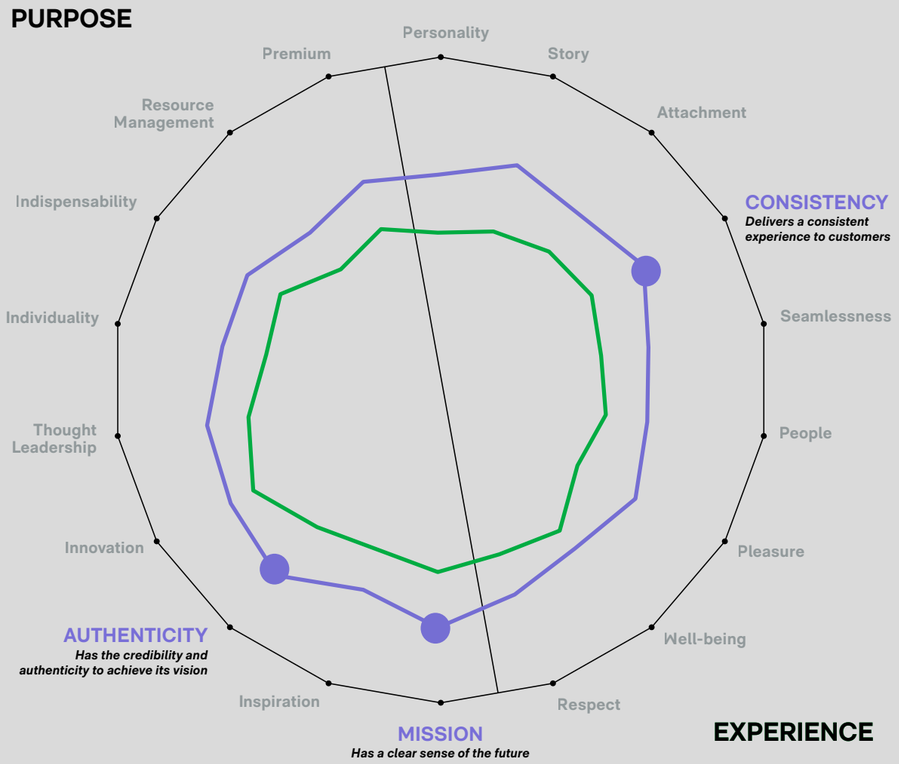
Microsoft's broader Copilot campaign reinforces a brand identity rooted in accessibility and progress. Its leadership in regulatory compliance and ethical AI governance – including its Responsible AI Standard – positions it as a trustworthy steward of transformative tech. Microsoft doesn't chase headlines; it builds the future with consistency and credibility.



The Credible Visionary Model

Dashboard Key

- Credible Visionary Avg
- Healthcare Avg



3. The Immersive Experience

Key attributes: Individuality, Story, Pleasure

These brands know who they are and have a story to share. With distinctive personalities, they turn mundane interactions into sensorial experiences. Most notable is their strong performance on 'pleasure', performing 18 points above the Healthcare average on this attribute, demonstrating their unique ability to inject gratification throughout the journey.

mastercard

Mastercard exemplifies this through its long-running "Priceless" campaign, which has evolved into a platform for emotional storytelling that goes far beyond financial services. By highlighting life's meaningful moments, from shared meals to travel adventures, the brand transforms itself from a payment processor into a facilitator of joy and connection.

Mastercard also leads in frictionless design: biometric authentication, click-to-pay functionality, and contactless payments are designed for ease, comfort, and consumer confidence. And with initiatives like True Name, which allows trans and nonbinary individuals to use their chosen names on cards, Mastercard reinforces its commitment to inclusivity through thoughtful, human-centred innovation.

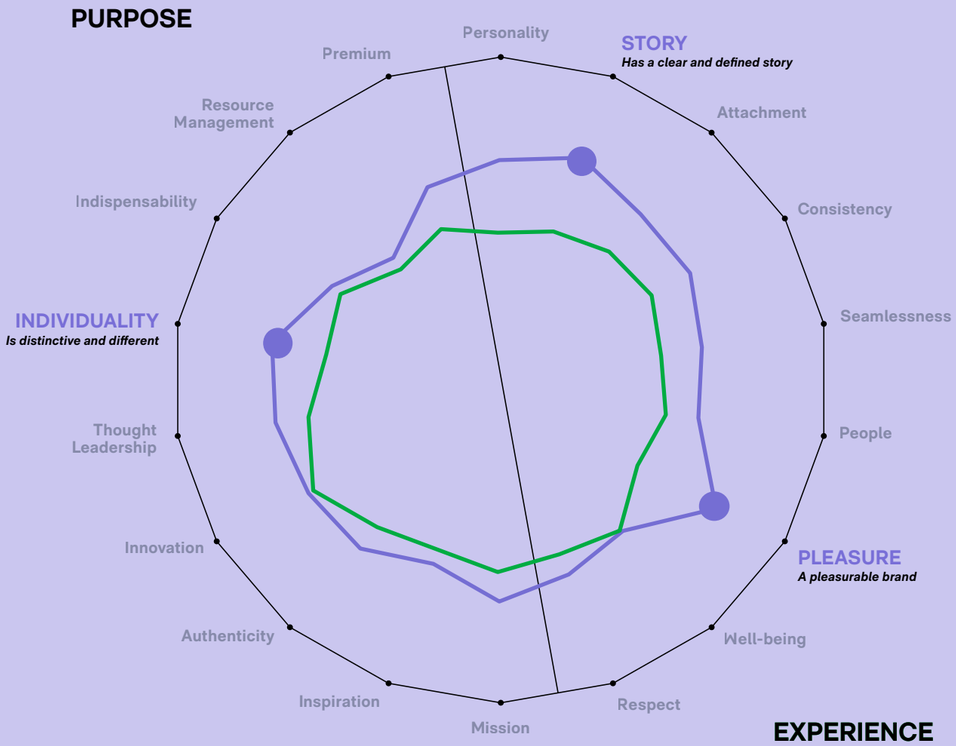




The Immersive Experience Model

Dashboard Key

- Immersive Experience Avg
- Healthcare Avg



Take Your Brand To The Next Level

The Healthcare sector stands at a crossroads. The models of the past, grounded in either product innovation or corporate purpose, are no longer sufficient on their own. Today's consumers expect brands to show up with clarity, consistency, and authentic relevance across every touchpoint.

The most resilient brands in the FutureBrand Index are already moving beyond narrow definitions of what a Healthcare brand can be. They blend credibility with creativity, systems with storytelling, and innovation with emotional intelligence.

Interested in learning more? Explore some of our cases from around the globe, download the FutureBrand Index 2024 report, and explore how our expertise can support your brand's next chapter.













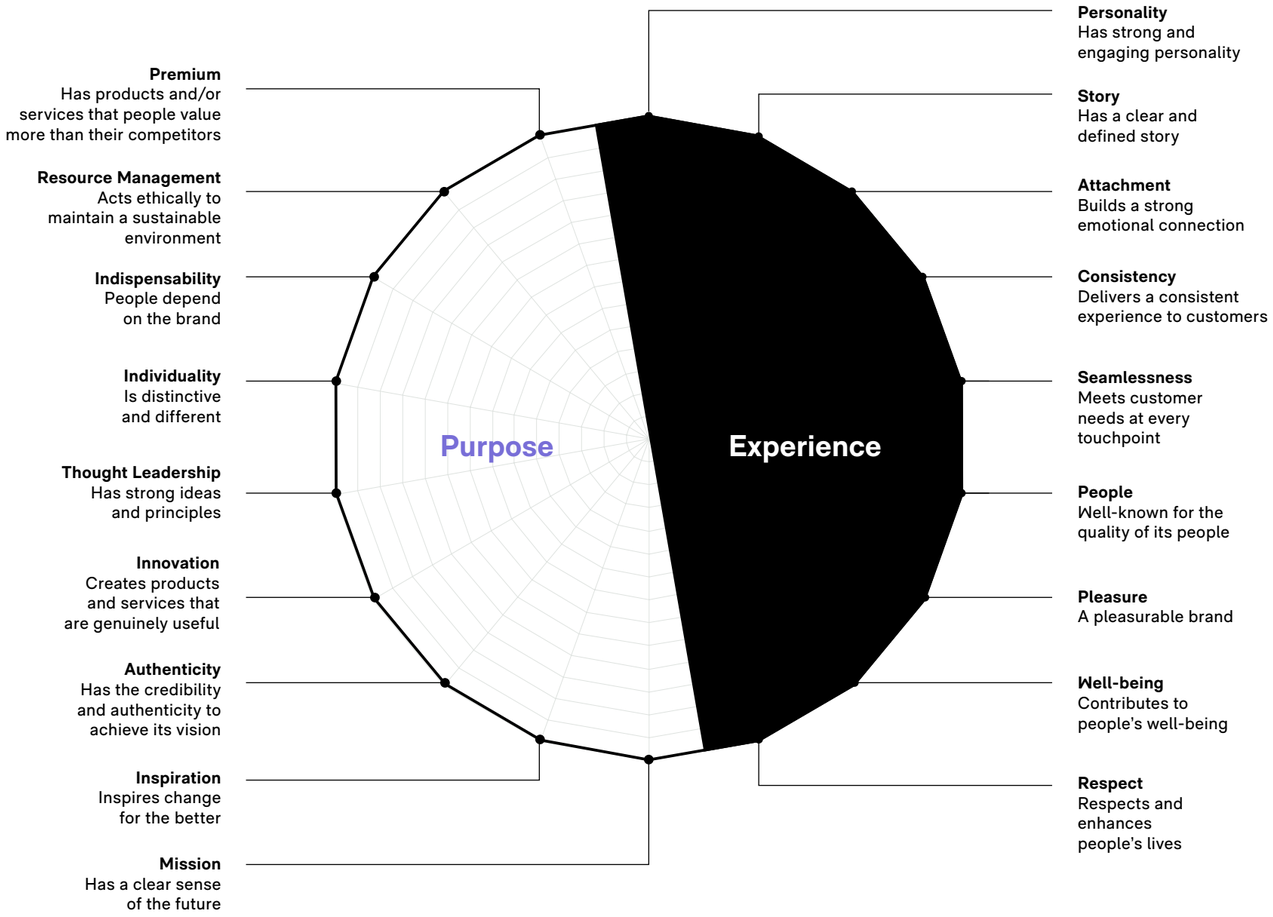
Methodology: The Science Behind The Stories

FBI 2024 Data Snapshot :

- Just over 3,000 informed professionals take part in QualiQuant® interviews. All respondents have some awareness or knowledge of at least seven or more of the PwC 2024 Top 100 companies.
- Participants are aged 21 to 75, all within the ABC1 demographic.
- Our global reach spanned North America, Latin America, Europe, the Middle East, Africa, and Asia Pacific.
- Interviews were conducted between 7–28 June 2024

The FutureBrand Index evaluates the PwC Top 100 Companies by Market Capitalisation from a brand perception strength perspective. In partnership with QRi Consulting, our global research experts, we tap into 30 years of expertise to power our projects.

Since 2014, QRi has helped us speak with more than 27,000 informed professionals across 17 countries, building a powerful foundation of data, analysis, and insights, contributing to one of the industry's most compelling and consistent brand commentaries.



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About FutureBrand

We make businesses better through brand.

FutureBrand is the global brand-led strategy and design company. For more than 25 years, we have made businesses better through the rigour of brand strategy and the creativity of brand design. We believe that when you change the brand, you change the future - of business, of markets, of cultures. For businesses in moments of change, transition, and transformation, we are built to tackle the world's most complex brand challenges. Our clients benefit from a wealth of capabilities across our 20+ offices worldwide, including brand strategy and design, spatial, shopper, and product design, and brand management.

In all our work, our focus is to balance brand purpose with everyday lived experience. This formula, proven through our FutureBrand Index methodology, positions your brand to drive future growth in an ever-changing world. Our clients include Air India, Nestlé, Sanofi, Bentley, P&G, Sephora, McDonald's, LVMH, and more.

For more information, visit futurebrand.com

Our Partners

QRi

QRi Consulting is FutureBrand's global research partner for the FutureBrand Index and FutureBrand Consumer Index. Working closely with FutureBrand, QRi helped define the research approach, managed recruitment and questionnaire development, and provided in-depth analysis of the reports qualitative and quantitative data. Results are informed by QRi's extensive research, brand, and sector knowledge and experience, as well as its proprietary QualiQuant® methodologies.

PwC

FutureBrand has worked with the Capital Markets division of PwC in the UK, who kindly provided its Global Top 100 Companies by Market Capitalisation ranking as the data source for this research and report. The report and its findings have been informed by Capital Markets' data, but FutureBrand is responsible for all views, opinions and data emerging from this research unless otherwise stated.

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